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ABSTRACT

The programed course was written to help jail officers assume the demands of jail work and emphasizes that, in addition to routine tasks, officers must be fully prepared to serve an important function for society as well-trained, responsible professionals. Much of the officer's job will depend on his ability to make decisions and to avoid the mistakes and disproven beliefs of the past. The course material includes discussions of mistakes which other men and women have made on the job; this anecdotal background material was supplied by Federal Jail Inspectors. The third book of the course deals with jail climate and the power of the jail officer to establish and control it through the manner in which he speaks to prisoners, treats them in his daily encounters, and the way he performs his duties. (Author/AJ)

ED 095260

Jail Operations

A Training Course for Jail Officers

Programmed Instruction: Book 3: Jail Climate

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Jail Operations

A Programmed Instruction Course based on the text, The Jail: Its Operation and Management

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Preface

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This course is for jail officers. It was written to help them assume the difficult and challenging demands of jail work. The course emphasizes that, in addition to the routine tasks which officers must learn to perform in the jail, they must also be fully prepared to serve an important function for society as well-trained, responsible professionals. Much of the jail officer's job will depend on his ability to make important decisions and to avoid the mistakes and disproven beliefs of the past. The course material includes discussions of mistakes which other men and women have made on the job; it is hoped that jail officers can learn from these things and avoid making the same errors. Naturally, there can be no substitute for actual on-the-job experience. But it is hoped that by participating in this course, jail officers will be better prepared to perform in a professional, competent manner on the job than if they were required to learn only "by doing".

Alice H. Blumer
Madison, Wisconsin

Acknowledgement

Much of the anecdotal background material found in these pages was supplied by the Federal Jail Inspectors who willingly devoted their time recalling pertinent experiences for the author. The author is indebted to these men; their material has done much to enliven these pages.

The Jail Inspectors also contributed time and effort to the field testing of the material. They are: John L. Anderson, Charles R. Burns, Frank D. Chastain, Merlyn D. Coons, John W. Cossett, Hugh R. Crum, Francis J. Kirkland, John W. McGinnis, Max L. Mustain, Oscar L. Olive, and Hubert H. Raney.

Throughout the development stages of this course, the men of the Dane County Jail, Madison, Wisconsin, have consistently cooperated with and assisted the author, not only by supplying necessary details, but also by carefully reading and responding to the material. The author wishes to thank Sheriff Vernon C. Leslie for allowing free access to the jail. Special thanks go to Captain Otis R. Lund who devoted much time to interviews and supplied needed information to the author. In addition, the following men spent many hours with the author reading and responding to material, and answering endless questions:

Deputy William C. Ludwig
Deputy Edward C. Pohlman

During the evaluation period, eleven jails offered time and manpower to participating in the sometimes long and involved steps necessary for course evaluation. The author wishes to thank the jail administrators and the men and women involved from the following jails:

Ada County Jail, Boise, Idaho
Bexar County Jail, San Antonio, Texas
Chesapeake City Jail, Chesapeake, Virginia
Franklin County Jail, Columbus, Ohio
Hamilton County Jail, Chattanooga, Tennessee
Imperial County Jail, El Centro, California
McCracken County Jail, Paducah, Kentucky
Tulsa County Jail, Tulsa, Oklahoma
Warren County Jail, Bowling Green, Kentucky
Wyandotte County Jail, Kansas City, Kansas
York County Jail, York, Pennsylvania

Note to the Reader

This course has been written in a form known as Programmed Instruction. It is *not a test*. Programmed Instruction enables you to work alone, without a teacher, and at your own pace. To participate in this type of course, all you have to do is read carefully, follow instructions and complete each book. You cannot use this course like a magazine; that is, opening at the middle and flipping through the pages. It is very important that you *begin at the beginning* and read all the material. You will see that, throughout the course, when you read some material, you will be asked to respond to some written questions and then check your answer by comparing it to the printed answer appearing on the following page. This is not, in any way, a test. It is simply a way of helping you to learn and remember the material. You will not be timed while taking this course, so you may go at your own pace, taking a break whenever you feel tired. We think you will enjoy learning in this manner, and hope that you will finish the course with a renewed feeling of pride in your profession and in your ability to perform your job with skill and confidence.

BOOK THREE: JAIL CLIMATE

INTRODUCTION

This chapter is about something which cannot be purchased or installed in the jail. It cannot be scientifically measured or adjusted. It can't even be seen although it is critical to the effective and efficient operation of the jail.

The *climate* of the jail is the overall atmosphere determined by the attitudes and inter-personal relationships of jailers and prisoners. As a jail officer, you have the power to establish and control the jail climate. The manner in which you speak to prisoners, the way you treat prisoners in your day-to-day encounters, and the way you perform your duties are all important factors in establishing the proper jail climate.

Creating a good climate in the jail is your duty, and perhaps one of the most critical and difficult duties you will have to perform. There are no set rules, no laws for establishing climate. You must depend on your ability to use good personal judgement and instinct rather than on memorized regulations. This chapter is designed to help you perform the important function of controlling the jail climate. It is hoped that by studying the mistakes and successes of other jail officers, you will be able to determine the best way in which you can contribute to a relaxed and comfortable climate in your jail.

Have you ever been a hospital patient?

If you have, you probably remember your feelings of helplessness and depression:

- Your surroundings were new, unfamiliar, and made you feel uncomfortable.
- You were forced to adjust to a new routine.
- Physical examinations and tests were embarrassing and even painful.
- Your hospital clothing was loose, flimsy, and uncomfortable.
- You were totally at the mercy of others for your well-being and for daily care. Even for obtaining the most routine things such as food and water, you were obliged to depend on someone else.

Or perhaps you have experienced the difficult transition from a private civilian to a military man. You might remember the experience as being confusing, embarrassing, and unpleasant.

Undoubtedly, you were questioned about personal matters in front of other men, given a semi-private physical exam, issued new, perhaps ill-fitting uniforms, and told to follow the orders of complete strangers.

Now try to imagine what it feels like to be arrested and admitted to a jail.

When a man is admitted to a jail, all the outward symbols of his identity are taken from him. His street clothing is taken away and he is given a set of loosely-fitting jail clothes. Sometimes he may be forced to have a haircut and a shave. His watch and other jewelry are locked up and familiar items such as his belt, his tieclip, and his cigarette lighter are often taken from him.

Often a new prisoner is questioned and booked in full view of other prisoners or personnel. The search procedure is usually very thorough and embarrassing to the prisoner. Chances are that this is conducted in semi-private conditions also. And frequently he is forced to shower or bathe with others or in full view of others.

The new prisoner quickly finds that he can no longer direct his own life. He must follow the orders of strangers and comply with jail regulations and routine. He can no longer meet his responsibilities to his family; his wife and children may be forced to apply for welfare. And, hardest of all is the growing fear that his wife may find another man while he himself is confined.

Suppose you, a private citizen unaccustomed to jail life, were jailed for non-payment of fines or for suspicion of robbery or some other crime. How do you think you would feel under the embarrassing, strange, and frightening conditions which we have described?

It is well known that when people are anxious and fearful, they are apt to act in an impulsive, irrational manner, without regard for the consequences. If you react as many others do, you would be tense and anxious in a similar situation. And your uncertainty and fear might well explode into violent, hostile, and unpredictable actions.

Since you work in the jail and are *not* confined there, your view of it is quite different from a prisoner's. You can go home at night; a prisoner must be locked in his cell. One officer working in a large county jail recently remarked:

> "Sometimes I try to imagine what it's like being locked in a small cell and not being able to run my own life. I think I'd go crazy being cooped up like that."

This jail officer is one of the most sensitive and effective officers in his jail. He has been able to "put himself in the prisoner's shoes" and, understanding the hardship of confinement, is helpful and considerate in his treatment of prisoners.

This chapter is designed to show you, the jail officer, that your behavior and your treatment of prisoners are extremely important in establishing the climate of the jail.

Which of the following statements are true: (Choose one or more)

1. ___ In jails where officers are understanding and considerate, prisoners will take advantage and there will be trouble and tension.
2. ___ In jails where officers are understanding and considerate, there is seldom trouble and tension.
3. ___ The jail officer who disregards prisoner sensitivities but performs his duties routinely does not jeopardize the jail climate.
4. ___ The jail officer who disregards prisoner sensitivities is establishing a climate where there is apt to be tension, unhappiness, and often danger.

Turn page to check answers . . .

Answer:

___ 1. In jails where officers are understanding and considerate, prisoners will take advantage and there will be trouble and tension.

X 2. In jails where officers are understanding and considerate, there is seldom trouble and tension.

___ 3. The jail officer who disregards prisoner sensitivities but performs his duties routinely does not jeopardize the jail climate.

X 4. The jail officer who disregards prisoner sensitivities is establishing a climate where there is apt to be tension, unhappiness, and often danger.

Recently, a jail inspector remarked:

> "I have always felt that you could almost serve prisoners garbage and not hear any complaints if they respect their jail officers and receive fair and considerate treatment from them. But, if their officers are inconsiderate and disliked, you could serve those same prisoners T-bone steak every night and they'd grumble and complain about conditions."

Naturally, this inspector was not suggesting that prisoners be served garbage! He *was* emphasizing the importance of professional, humane jail officers to the success of a jail operation. In his view, such factors as good food and clean surroundings can do nothing to improve prisoner morale and cooperation if the jail officers fail to establish good relationships with prisoners and do not maintain a positive attitude towards their profession.

Learning to adjust to confinement in a jail is a difficult and often emotional process for a new prisoner. Naturally, each man reacts differently to his confinement, but there are certain times at which a new prisoner is most likely to react strongly or even violently to his condition. These are the *critical times* in a man's confinement. On the following pages, we will examine these critical times and find ways in which jail officers can best deal with them and establish a healthy jail climate, free from tension and unrest.

The period in which a prisoner is admitted to the jail is considered a *critical time* in the confinement process. It is at this time that prisoners are most likely to be frightened, bitter, and hostile toward anyone in authority.

> Ben Davidson was arrested by Patrolman Cates for attempted burglary of a warehouse. The arrest had been a difficult one because Cates had entered the building alone and Davidson had struck him several times to avoid arrest. Patrolman Cates delivered the prisoner to the jail after booking, still arguing with the prisoner about the arrest. The patrolman told the jail officer at the admission desk about the arrest and pointed to Davidson saying, "This man really thinks he's tough so don't let him get away with anything." The jail officer replied: "We don't have any trouble keeping guys like him in line here." At this point Davidson became frightened, swung at the jail officer, and jumped through a glass window trying to escape. Davidson was badly injured by the shattered glass and the fall.

This unfortunate incident might never have occurred if the jail officer in charge of the admission desk had understood that this was a *critical time* for the prisoner and had observed some established principles for his own behavior.

Put yourself in the prisoner's shoes. What do you think caused Davidson to become frightened and attempt escape?

Answer:

It is likely that, hearing the conversation between the patrolman and the jail officer, the prisoner began to feel that he would be treated harshly and unfairly in the jail. He may have interpreted the jail officer's remarks to mean that he would be abused or punished once he was confined in the jail. Since the prisoner was already hostile and frightened as a result of his arrest, the jail officer's remarks caused him to panic and try a foolish escape.

Can you think of several things that the jail officer could have done to prevent this emotional reaction by the prisoner? Choose the answers that you believe represent the best policy to be followed by a jail officer in this case.

___ a) The jail officer should have asked the arresting patrolman to leave the jail as soon as possible.
___ b) The officer should have asked two men to hold the prisoner so that he couldn't escape.
___ c) The jail officer should have held a gun on the prisoner so that he wouldn't try to escape.
___ d) The jail officer should have avoided discussion of the arrest and of the prisoner's behavior while the prisoner was present and listening.
___ e) The jail officer should have been more firm with the prisoner.
___ f) The jail officer should have asked the prisoner only the required questions and should have avoided making threats or personal remarks.

Turn page to check answers.

Answer:

X a) The jail officer should have asked the arresting patrolman to leave the jail as soon as possible.

___ b) The officer should have asked two men to hold the prisoner so that he wouldn't try to escape.

___ c) The jail officer should have held a gun on the prisoner so that he wouldn't try to escape.

X d) The jail officer should have avoided discussion of the arrest and of the prisoner's behavior while the prisoner was present and listening.

___ e) The jail officer should have been more firm with the prisoner.

X f) The jail officer should have asked the prisoner only the required questions and should have avoided making threats or personal remarks.

If you chose a), d) and f), you obviously realize that the jail officer in charge of the admission procedure can do much to reassure a frightened prisoner and to avoid further violence. A sensitive, alert jail officer would have realized that the presence of the arresting patrolman was a disturbing influence. Also, this officer would know that if he dealt with the prisoner in a calm, professional manner, the prisoner would be likely to relax somewhat and would be less apt to panic when faced with the reality of his confinement.

Not all prisoners act in a violent or hostile manner when they are arrested and brought to the jail for admission. However, a sensitive officer knows that every man who is admitted to the jail brings with him certain personal problems and anxieties and often needs the reassurance or assistance of a thoughtful, concerned jail officer.

> Recently, a former inmate, Hugo Jones, was brought to a county jail on charges of violating his parole. He did not seem violent or hostile to the jail officers who knew that he had been through the jail admission process before on a number of occasions. Since the jail officers in charge were in a hurry to admit other new prisoners, they did not respond when Jones asked them to call his parole officer to find out if his parole would be revoked. Instead, they continued to process prisoners and assigned Jones to a cell where he stayed for the rest of the day. That evening Jones ripped his cell apart and set fire to his mattress, shouting that no one cared about him and no one was trying to call his parole officer.
>
> An investigation of the matter revealed that the officer who admitted Jones had been trying to reach the parole officer but as yet, had not succeeded.

Choose the answers which indicate how a jail officer might have avoided the violent, emotional reaction which Jones exhibited after he had been admitted:

___ a) The officer could have explained to Jones that they were having difficulty reaching the parole officer by phone but would continue trying until they were successful.

___ b) There was no way to avoid this incident. Jones was probably emotionally disturbed before he even came to the jail.

___ c) The officer could have told Jones that the parole officer had been reached and would come to the jail soon.

___ d) The officer could have treated Jones in a more considerate way during the admission process, indicating that he would personally contact the parole officer.

Turn page for answer . . .

Answer:

X a) The officer could have explained to Jones that they were having difficulty reaching the parole officer by phone but would continue trying until they were successful.

__ b) There was no way to avoid this incident. Jones was probably emotionally disturbed before he even came to the jail.

__ c) The officer could have told Jones that the parole officer had been reached and would come to the jail soon.

X d) The officer could have treated Jones in a more considerate way during the admission process, indicating that he would personally contact the parole officer.

If you chose answer b), you might have forgotten what an important role the jail officer plays in establishing the *climate* of the jail. It is a fact that when jail officers show a sincere attitude of consideration for a newly-admitted prisoner, many unpleasant incidents can be avoided. If you chose c), you may feel that by not telling the truth to a prisoner, you can avoid unpleasant situations. However, if the officer had not been truthful, Jones might still have become disturbed when the probation officer did not show up at the jail after several hours.

In one large city jail, there is an established policy that a jail officer must always consult with a prisoner being admitted in order to determine whether there are any immediate problems bothering him. Such problems as these are quickly solved by efficient members of the jail staff.

- The prisoner's car may be parked somewhere in the city and should be moved.
- The prisoner's employer might be unaware of the arrest and may wonder why the prisoner has not appeared for work.
- The prisoner may not know who to contact for bail or for legal help.

In this jail, officers have had a great deal of success in reassuring worried, tense prisoners during the admission process. Often this simple proof that someone is sincerely trying to help is enough to ease the emotional difficulty of adjusting to confinement.

You, a free citizen, would not tolerate being touched or searched by a complete stranger. But a prisoner is forced to undergo search procedures repeatedly when he is confined in a jail. Naturally, a prisoner resents being forced to submit to authority—jail officers in this case—and is apt to act accordingly. For this reason, any time a prisoner is searched by a jail officer is considered a *critical time*. Avoiding hostility or violence when searching a prisoner requires a professional attitude and technique on the part of the jail officer performing the task. For instance, a jail officer can conduct the search with an impersonal attitude that seems to say to the prisoner, "I'm just doing my job, there is nothing personal about this."

We have already discussed actual search techniques in another chapter. However, we have not "put ourselves in the prisoner's shoes" and discussed ways of conducting the search that are less upsetting for the prisoner.

For many years in one overcrowded midwestern jail, new female prisoners were required to undergo strip searches in a drafty receiving room where other matrons and prisoners could easily view the procedure. Realizing the discomfort and embarrassment that this arrangement caused new prisoners, the jail matron recently required that all strip searches be carried on in an unused segregation cell where there are no cold drafts of air and where total privacy is assured.

In spite of the overcrowded conditions and improper facilities in her jail, this jail matron showed flexibility and a professional concern for the personal feelings of prisoners by insisting that strip searches be conducted in private. By her action, the matron has eliminated much of the tension and even violence which once resulted from the unpleasant and embarrassing conditions in which strip searches were performed.

Where are strip searches conducted in your jail? Are the conditions private and relatively comfortable for the prisoners who must remove all their clothes? Or are strip searches conducted where other prisoners and officers can watch and where prisoners are uncomfortable and embarrassed?

"Well, Fats, this is going to take some time; we seem to have a lot of territory to cover."

These were the joking words of a jail officer who was recently conducting a frisk search of an overweight prisoner.

|| What do you think would be the probable effect of such a comment? ||

Answer:

Hearing this remark, the prisoner might easily have become hostile and difficult to handle. Naturally such a comment causes embarrassment to a prisoner who is undoubtedly already under a great strain. Making personal remarks such as these is *not* a part of a jail officer's job, and, in fact, can cause unnecessary trouble and tension.

Just as personal remarks such as that on the previous page are uncalled for during searches, so is unnecessary roughness. If you observe the practice of having at least two officers present during search procedures, it is unlikely that a single prisoner will be capable of escaping or successfully attacking an officer. Roughness or violence on the part of jail officers is unacceptable and indicates that officers are not capable of maintaining a professional, unemotional attitude towards prisoners.

In one county jail, a prisoner brought legal charges against eight jail officers, stating that they had treated him with unnecessary roughness during a strip search.

An investigation revealed that all eight of the officers were present during the prisoner's strip search. It was found that the prisoner, while he was unclothed, had his arm twisted, was pushed against the wall, and hit with a pair of handcuffs during the search. The officers involved stated that the prisoner's behavior required this rough treatment.

Why do you think that, in spite of the officers' claims that the violence was necessary to keep the prisoner under control, the prisoner was successful in his legal case against these jail officers?

Turn page . . .

Answer:

It was decided that eight jail officers were capable of handling an unclothed prisoner without resorting to unnecessary roughness or assault with a pair of handcuffs. This type of cruel assault would not occur in a jail where professional, well-trained officers are in control.

The example you have just read, although true, may seem extreme and unlikely to you. You may never have physically abused a prisoner and you may never have seen anyone else do so. But do you add another dimension to your treatment of prisoners? For instance:

- Do you ever try to put a frightened prisoner at ease before conducting your search?
- Do you use good manners and speak in a controlled, businesslike tone when conducting a search?
- Do you try to "put yourself in the prisoner's shoes" and consider his personal feelings while you are searching him?

As a professional jail officer, it is your duty to make sure that searches are handled in a considerate, humane, and thorough manner. As you know, these searches are *extremely important* to the security of your jail and must not be avoided or conducted carelessly. Most prisoners respect a jail officer who conducts searches in a businesslike manner, according to the rules of the jail. They do *not* respect officers who seem hesitant to touch them or apologize for having to make the search. Nor do they respect or cooperate with officers who show lack of self confidence and lack of consideration for the prisoners by shouting, pushing, or handling prisoners roughly when conducting searches.

A good rule to remember when searching a prisoner is: (choose the most appropriate answer)

___ a) When beginning a search procedure, push the prisoner around a little to show him who's boss.

___ b) Never touch a prisoner. They don't like to be touched and may start trouble.

___ c) Treat the prisoner with the consideration that you yourself would expect.

Turn page for answer . . .

Answer:

___ a) When beginning a search procedure, push the prisoner around a little to show him who's boss.

___ b) Never touch a prisoner. They don't like to be touched and may start trouble.

X c) Treat the prisoner with the consideration that you yourself would expect.

It has been said that a jail officer should conduct a search in a "professional manner", remembering that searches are *critical times* for every prisoner. Conducting a search in a "professional manner" means:

(*choose one or more*)

___ a) according to the rules of the jail
___ b) with a lot of pushing and shouting
___ c) apologizing for making the search
___ d) not talking at all
___ e) treating the prisoner in a businesslike manner
___ f) making friends with the prisoner before searching him
___ g) being aware of the prisoner's personal feelings

Turn page for answer . . .

Answer:

Conducting a search in a "professional manner" means:

a) according to the rules of the jail
e) treating the prisoner in a businesslike manner
g) being aware of the prisoner's personal feelings

"Some jail officers feel that they must leave the cell looking like a tornado has visited the place or they have not had a thorough cell shakedown."

This is how one jail inspector described the cell search techniques employed by officers in many jails. He went on to point out that, often, searches like these cause poor prisoner morale and even violence in jails.

In many jails, officers do not hestitate to throw away personal articles belonging to prisoners because they seem "worthless" to them. And they make such destructive cell shakedowns that it takes the prisoners hours to sort out their property, remake their beds, and clean up the cells. Such behavior by jail officers is unnecessarily harsh and offensive. Beds can be searched and bedclothes piled neatly on them after the search. And if personal articles must be moved around during the search, it is not only fair for the officer to replace the article in its original spot, it also avoids potentially dangerous resentment from prisoners.

REMEMBER: Try to imagine how you would feel if you were a prisoner. How would *you* feel if you returned to your cell and found it looking like a "tornado had visited"?

Two other periods of a prisoner's confinement are considered "critical times". These are:

- After court appearances
- After family visits

During these times prisoners are more likely than usual to be upset and unhappy.

> Officer Earl Morrison was assigned to escorting prisoner John Bickle back from the courtroom where he had received his sentence. Morrison realized that it was a stronger sentence than the prisoner had expected. and made a point of talking to him about it right away. He saw quickly that Bickle was angry and bitter at the prospect of being in jail for as long as six months. The officer replied: "Although the sentence seems long to you, you *will* be eligible for 'good time' or for the work release program while you are in the jail. Other prisoners find that their sentences do not seem so bad when they can hold a job outside or work for an early 'good time' discharge." Bickle was relieved to hear these reassurances and later told friends, "If it hadn't been for Officer Morrison, I might have torn this place apart after hearing my sentence."

Morrison succeeded in helping the prisoner adjust to the bad news of a long sentence. He did this by: (choose the most appropriate answer)

____ a) quickly getting the prisoner back to his cell before he could cause trouble

____ b) conversing with the prisoner and explaining that he would be eligible for two excellent programs which exist in this jail

____ c) promising him that his sentence would be reduced

Turn page for answer . . .

Answer:

___ a) quickly getting the prisoner back to his cell before he could cause trouble

X b) conversing with the prisoner and explaining that he would be eligible for two excellent programs which exist in this jail

___ c) promising him that his sentence would be reduced

If you chose answer c), you obviously realize the importance of reassuring upset prisoners. However, it is never a good policy to make promises to prisoners unless you are *sure* that the promises can be kept.

Edward Johnson, a prisoner in a large county jail, was charged with child abuse, and his wife appeared at the trial as complainant against him. Officer James Bollen knew of the circumstances and, guessing that Johnson would be depressed after the trial, made a special effort to spend a little time with Johnson. He listened quietly while the prisoner talked about the trial and about his unhappiness when hearing his wife testifying against him. Although Bollen merely listened and could offer no more than sympathy, Johnson later thanked the officer for being "such a good listener" and helping him "live through a nightmare".

Jail regulations don't state that officers must be sympathetic listeners or spend time reassuring depressed prisoners when they return from a trial. However, this type of behavior is *expected* of professional jail officers. No jail is successful merely because it is efficiently run according to regulations. The climate of the jail indicates the ability of officers to recognize that a prisoner is undergoing a "critical time" and to exercise judgment and consideration by helping the prisoner undergo this period without unnecessary strain.

It may seem difficult to believe that visiting situations can sometimes leave a prisoner upset and hard to control. Normally, family visits are a pleasant and relaxing experience for prisoners. But sometimes prisoners receive bad news during family visits which may lead them to attempt escape or even commit suicide. Often, there is much that an alert jail officer can do to help the prisoner and thereby overcome some of his anxieties.

> Prisoner Fred Jamison was expecting his wife on visiting day and was looking forward to seeing her. Officer James Whitman noticed that Jamison's wife did not come but that the prisoner's mother came instead. Immediately after the visit, the officer made a point of asking Jamison why his wife hadn't come. Jamison seemed extremely upset and replied that his wife was at the hospital with one of their children who had "been rushed to the hospital for an emergency operation". The prisoner's mother had known nothing more about the child's condition and Jamison was worried and upset because he was unable to find out any more about the child. Officer Whitman returned Jamison to his cell and promised to come back as soon as he contacted the hospital and found out some more facts. When the officer returned, he was able to reassure Jamison that the child had undergone an appendectomy and was in good condition.

Finish the following statement by choosing the most appropriate description of the officer's behavior.

By acting this way, Officer Whitman:

___ a) showed favoritism by granting a special favor to one prisoner and not to the others

___ b) interfered with the prisoner's private affairs

___ c) avoided a possible problem in the jail by helping the prisoner

Turn page to check your answer . . .

Answer:

___ a) showed favoritism by granting a special favor to one prisoner and not to the others

___ b) interfered with the prisoner's private affairs

X c) avoided a possible problem in the jail by helping the prisoner

---

It pays to listen to a prisoner's problems and, if possible, contact someone who might be able to give the prisoner professional advice or help. If you suspect that a visiting situation may be causing a prisoner some worry, don't hesitate to ask him casually, "How did it go today?", or "How are things?" Often it is at this time that a prisoner will reveal a problem and the jail officer can offer immediate help and avoid trouble or unhappiness. Read how this officer helped a prisoner solve a distressing personal problem:

> When prisoner Abe Beck's wife visited him, she tearfully complained, "The welfare people aren't giving us any more money and there's no more food in the house. Heaven knows how I'm going to buy school clothes for the kids." Officer Browning saw that Abe was upset after the visit and said, "How did the visit go, Mr. Beck?" Beck told the officer what his wife had said and indicated that he felt powerless to help and extremely desperate. Browning called the Welfare Office that day and investigated the problem. He found that the wife's application was being reviewed. An emergency relief grant had been made in her case and a check was already in the mail. Officer Browning informed Beck that his wife's money worries were not critical and that she would receive a check in the next mail. Beck was relieved and extremely grateful to the officer for this service.

What are the two steps that Officer Browning took in this case in an attempt to relieve the unhappiness and anxiety caused by this "critical time" for the prisoner?

Turn page for answer . . .

Answer:

1. Officer Browning asked the prisoner about the visit and listened carefully when Beck revealed his problem.
2. The officer contacted someone who gave him immediate professional help in solving the prisoner's problem.

Note:

You may have noticed that the officer referred to the prisoner as "Mr. Beck". Addressing the prisoners in this way lessens the opportunity for conflict in the jail. When officers use this form of address, they are recognizing that prisoners are individuals too, with a sense of personal identity.

Often a prisoner's wife can do much to upset and anger him during a visit. The following are examples of this:

> In one county jail a prisoner was faithfully visited each week by his wife. After ten months, it became obvious to the prisoner that his wife was pregnant, and, knowing that it could not be his child, created a disturbance in the jail trying to get out so that he could "teach her a lesson she'd never forget".

> In another jail, a prisoner became violent upon learning that his wife had been driven to the jail by another man. A trusty had seen the man waiting outside in the prisoner's family car and made a point of informing the prisoner of this.

Naturally, dealing with situations such as the above is not an easy matter. In both cases, the best thing a jail officer can do is 1) listen to the prisoner's problem and, 2) try to seek professional help for him by calling in a social worker, a chaplain, or some other person qualified to deal with similar personal problems.

Do you remember the "critical times" in a prisoner's confinement? List them here:

1. _____

2. _____

3. _____

4. _____

Turn page for answer . . .

Answer:

The "critical times" are:

1. During admission
2. During searches
3. After court appearances
4. After visits

Indicate which of the following statements are true and which are false:

TRUE	*FALSE*	
☐	☐	1. The jail officer can do much to reassure anxious and troubled prisoners during the "critical times" in their confinement.
☐	☐	2. The jail officer should make a special effort to know what times are considered "critical" and make sure that he does nothing to make these times more difficult for prisoners.
☐	☐	3. In order to make the admission process easier, the arresting police officer should be on hand at all times.
☐	☐	4. Discussing a prisoner's behavior or physical appearance while searching him helps to calm him down.
☐	☐	5. Pushing prisoners or speaking loudly during a search is unnecessary and indicates lack of confidence on the part of the officer as well as an inability to perform duties in a controlled manner.
☐	☐	6. An officer should not talk to prisoners right after they are sentenced. Doing so upsets them and causes unhappiness.
☐	☐	7. Telling a prisoner that he will be eligible for work release or "good time" during his jail sentence often helps relieve the emotional effects of a sentencing decision.
☐	☐	8. There is nothing a jail officer can do to make a bad visiting situation less upsetting.
☐	☐	9. By talking and listening to prisoners, jail officers can learn much about what is bothering them and, often, officers can help in solving prisoners' problems.

Turn page for answers . . .

Answers:

TRUE	*FALSE*	
X		1. The jail officer can do much to reassure anxious and troubled prisoners during the "critical times" in their confinement.
X		2. The jail officer should make a special effort to know what times are considered "critical" and make sure that he does nothing to make these times more difficult for prisoners.
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	X	8. There is nothing a jail officer can do to make a bad visiting situation less upsetting.
X		9. By talking and listening to prisoners, jail officers can learn much about what is bothering them and, often, officers can help in solving prisoners' problems.

It is extremely important that you, as a professional jail officer, recognize that your actions and your attitudes—more than food, surroundings, or any other factors—determine the climate of the jail. It is your responsibility to see that you are constantly mindful of the climate you are creating through your relationship with prisoners and performance of your duties. In the next few pages, we will discuss, in detail, ways in which your behavior influences the overall climate of the jail, and how the climate influences the security and efficiency of the jail operation.

As a jail officer, you must always remain in control of the jail situation. This means that you must keep your own emotions under control and be able to anticipate and deal with prisoner behavior in a rational, professional manner. You should never allow prisoners to control your behavior or your emotions.

The officer in the following example made the unfortunate mistake of allowing a prisoner to lead him into an emotional exchange of words and, finally, to an outburst of temper:

> A deputy U. S. Marshall recently reported that he had watched while a jail officer searched a new prisoner and had witnessed the following exchange:
>
> Prisoner. "Having fun, aren't you? Why don't you get your fat hands off me?
>
> Officer: "You think you're smart, don't you?"
>
> Prisoner: "Yeah. And you think you're smart, too, don't you, Turnkey?"
>
> At this point, the officer slapped the prisoner twice across the face.

A professional jail officer should *never* find himself reacting, either with words or actions, to a hostile prisoner. It is a bad policy to indicate to a prisoner that his remarks annoy or anger you. By maintaining a professional, impersonal manner, you will indicate to the prisoner that you intend to complete your assigned task with or without his help. Shouting, talking back, or becoming visibly angered is a sure sign to a prisoner that he can easily take advantage of your emotions and thereby cause you to lose control over him. This does *not* mean that a jail officer should not be firm with a hostile prisoner; we have already stated that apologizing for such things as the necessity to perform a search can undermine your authority and professional image. However, firmness *never* means physical brutality or resorting to name-calling or back talk.

A jail inspector recently received a number of complaints from prisoners about the abusive attitude of the jail officer toward prisoners. It was found that the jail officer in question frequently engaged in teasing and joking banter with the prisoners. He enjoyed teasing and making personal remarks to the prisoners but, inevitably, when a prisoner jokingly returned the remarks, the jailer would become enraged, shout abusive language, and threaten to take disciplinary action against the prisoner.

This type of inconsistent emotional behavior on the part of the jail officer is unprofessional and entirely unwarranted. It is a known fact that prisoners will always try to cultivate personal, informal relationships with officers in order to reduce their authority or gain special favors from them. And this officer was obviously making a serious mistake in allowing himself to become a victim of this type of manipulation by prisoners. He increased his error by allowing himself to become angered and hostile as a result of the prisoners' remarks. This entire situation could have been avoided if:

- the officer had resisted the temptation to join in the joking, informal teasing sessions with the prisoners
- the officer, although he was participating in this undesirable activity, was nonetheless able to remain unperturbed and indifferent to the prisoners' personal remarks

Prisoners quickly detect inexperience, lack of confidence, or fear in staff members and attempt to take full advantage of these deficiencies. New jail officers are particularly good targets for prisoners looking for faults and seeking control of the jail. However, officers trying to hide their insecurity and lack of confidence often *overreact* and create unfortunate situations like the following:

> Jerry Barnes, a new jail officer, was nervous and tense when he began working at the jail. In order to hide his lack of confidence and his inexperience in dealing with prisoners, Barnes was unnaturally strict and gruff. He never granted prisoner requests, never talked to prisoners, and wrote disciplinary reports on even minor rule infractions. Sensing that Barnes was inexperienced and perhaps frightened, the prisoners made a point of "testing" him. One evening, while he was on duty, the prisoners lit a series of small fires in the cell areas. As they lit the fires, they would call for Barnes to extinguish the flames. Barnes rushed from fire to fire excitedly, shouting for other officers to help him put out the fires. It wasn't long before Barnes began to realize that the prisoners were succeeding in making him look foolish. In his desire to remain in control of the prisoners, he had been overreacting to them. And the prisoners, in their own way, were demonstrating their distaste for this type of treatment.

Barnes learned a valuable lesson from his unpleasant experience. Prisoners will accept and respect a new employee who consults more experienced officers before making decisions or before granting requests. However, they do *not* respect new officers who try to cover their inexperience and lack of self-confidence with unnecessary harshness or inflexibility. For them, such officers are worthy of their pranks and "tests".

It is possible for prisoners to control a jail situation when there is poor communication between officers of different shifts.

> In one jail, prisoners told the officer on the late shift, Holden McCauley, that the officer on the earlier shift permitted them to have snacks from the kitchen, watch TV whenever they wished, and allowed them to keep all the windows and doors open for better ventilation in spite of the presence of electric fans. Not wishing to be unfair or inconsistent, McCauley allowed the prisoners all these privileges during his shift. Several weeks later, a casual conversation with the other officer revealed that he had *never* allowed these privileges and that the prisoners were obviously taking advantage of McCauley. In fact, it was apparent that, through their success in fooling McCauley, they were virtually in control of him.

McCauley could have prevented this situation by:

(*choose most appropriate answer*)

___ a) denying all requests by the prisoners so that they couldn't take advantage of him.

___ b) consulting the officer on the earlier shift to see if he did allow these privileges, and then deciding whether he would allow these privileges also.

___ c) making the prisoners swear that they were telling the truth.

Answer:

___ a) denying all requests by the prisoners so that they couldn't take advantage of him.

X b) consulting the officer on the earlier shift to see if he did allow these privileges, and then deciding whether he would allow these privileges also.

___ c) making the prisoners swear that they were telling the truth.

Note:

Often record-keeping can prevent this type of manipulation by prisoners. For instance, if officers on each shift record any phone calls made by prisoners, there will be no confusion if those prisoners complain to officers on another shift that they have been denied their right to make a phone call.

In one county jail, prisoners regularly elect a "Jailer of the Month".

One officer explained recently that the election has the following effect on other officers:

"We always wonder if the 'Jailer of the Month' has been too lax in enforcing rules or has given prisoners special privileges. It's a bad situation because the award makes us suspicious of each other."

In most cases, the jail officer has done nothing special to receive this "award". He is merely being used by the prisoners as a way of creating suspicion and tension among staff members.

For this reason, if the prisoners in your jail follow a practice of electing a "Jailer of the Month" or "Best Jailer in the Block", the best policy for officers to follow is: (choose best answer)

___ a) Investigate to see *why* each officer has been chosen to make sure he is not being lax or permissive.

___ b) Tell the prisoners that officers should be able to vote, too.

___ c) Ignore the practice.

Turn page for answer . . .

Answer:

___ a) Investigate to see *why* each officer has been chosen to make sure he is not being lax or permissive.

___ b) Tell the prisoners that officers should be able to vote, too.

X c) Ignore the practice.

If an officer is *flexible and willing to make decisions* rather than depending entirely on the written rules of the jail, it is probable that he is contributing strongly to a relaxed, healthy jail climate.

There are many decisions a jail officer can make which can strongly influence the climate of the jail. In order to make a good decision, often the officer must depend on his own judgment rather than rigidly following the stated jail regulations.

> In one county jail, a regulation states that prisoners should not be allowed to receive mail from persons whose names have not been placed on the "approved" list. Recently, Officer Tilson noticed that one of the prisoners was lonely and depressed and had never received any mail. One day a letter arrived for this prisoner from someone whose name did not appear on the list. Tilson investigated and found that the letter writer was an old friend of the prisoner's and had written a newsy, friendly letter. Tilson took the letter to his supervisor, received permission to add the friend's name to the approved list, and delivered the letter to the prisoner. The prisoner was surprised and pleased. Tilson noticed that the man's morale improved considerably after receiving news from his old friend.

In this case, Officer Tilson felt that he could use his initiative and get an exception to the prohibition set by the jail regulation. *No rule can cover all eventualities*—there are countless individual cases which may indicate that it would be inflexible and unnecessarily harsh to enforce a rule without question. A professional, flexible jail officer knows when to use his judgment rather than enforcing "the letter of the law". However, on the other hand, he should also know where he is overlooking printed rules out of laziness or neglect and allowing prisoners to follow their *own* rules and control the jail.

In a small Western jail, inmates were watching an exciting spy movie on television. The movie was longer than usual and went overtime. The officer on duty ordered that the prisoners return to their cells for the routine 10:00 p.m. "lights out". In spite of the requests of the inmates to be allowed to watch the movie for the remaining 15 or 20 minutes, the officer would not extend the rule for them and turned off the television. The prisoners became angry and staged a highly destructive, two-day riot.

Indicate which of the following statements are true and which are false:

TRUE	*FALSE*	
☐	☐	1. The officer used good judgment in making this decision. It is never a good idea to stretch a rule in jail.
☐	☐	2. The prisoners probably would have rioted in spite of this officer's decision.
☐	☐	3. In this particular case, the officer should have been flexible and postponed "lights out", allowing the men to see the rest of the movie.
☐	☐	4. The men would have lost respect for the officer if he had broken a rule of the jail.

Turn page for answer . . .

Answer:

TRUE	*FALSE*	
	X	1. The officer used good judgement in making this decision. It is never a good idea to stretch a rule in jail.
	X	2. The prisoners probably would have rioted in spite of this officer's decision.
X		3. In this particular case, the officer should have been flexible and postponed "lights out", allowing the men to see the rest of the movie.
	X	4. The men would have lost respect for the officer if he had broken a rule of the jail.

Note:

Naturally, in most situations, rules should be enforced. You should be willing to bend a rule only *if* the situation clearly warrants it.

Frequently, jail officers may notice that enforcing an outdated and harsh printed regulation is causing poor morale among the prisoners and is causing the climate of the jail to become tense and unfriendly. The following is an example of this:

> One jail, because prisoners plugged up the plumbing years ago with magazines and newspapers, has a printed regulation stating that "no reading matter, other than *The Bible*, will be allowed in this jail". Increasingly, prisoners have complained to jailers about the unfairness and unreasonableness of this regulation. The atmosphere of the jail is becoming more and more tense and unpleasant.

Imagine what chaos would occur if individual jail officers decided to enforce this regulation while others did *not* enforce it! What do you think would be the best action for a jail officer to take in this particular instance?

Turn page for answer . . .

Answer:

A professional, concerned jail officer would be wise to inform the jail administrator that enforcing this regulation has caused unnecessary tension and unhappiness in the jail. Jail administrators must often rely on officers to give them this kind of information. Chances are, the jail administrator might have been totally unaware of the problems involved with this regulation. On examination, it is likely that he would find this regulation outmoded and unnecessarily strict. He might revoke the regulation immediately, thereby easing tensions. Remember, you, the jail officer, *must take the responsibility for informing administrators of problems like these.*

Are you ever hesitant to conduct a search, supervise a visit, or fulfill any duty *thoroughly* because it may cause prisoners to become hostile or bitter? Or because you find the task distasteful?

A professional jail officer must always be willing to perform thoroughly *all* the tasks for which he is responsible. If you find that you are hesitant to do jobs which are unpleasant, you should make a strong effort to overcome this feeling. Remember, prisoners take advantage of officers who are lazy, hesitant, or afraid to perform their duties.

> Officer John Evans did not like performing searches on prisoners. Usually, he merely patted the prisoner in three or four places to check for a weapon.
>
> One day he escorted a prisoner to court after conducting a careless frisk search in the jail. As a precaution, a Deputy Marshal at the courtroom "frisked" the prisoner thoroughly. He found a small Derringer pistol taped to the inside of the prisoner's leg in the groin area.
>
> Officer Evans received a severe reprimand as a result of this incident. His laziness and unwillingness to perform his duty correctly could have caused injury or even death to someone in the courtroom.

Choose the answer which best completes this statement:

By failing to willingly perform his duty thoroughly, Evans

___ a) made an honest mistake.

___ b) showed that he wanted the prisoner to escape.

___ c) allowed the prisoner to take advantage of his unprofessional attitude toward his duties.

Turn page for answer . . .

Answer:

___ a) made an honest mistake.

___ b) showed that he wanted the prisoner to escape.

_X_ c) allowed the prisoner to take advantage of his unprofessional attitude toward his duties.

It is natural for jail officers to have personal feelings about prisoners under their care. However, it is *not* acceptable, professional behavior for officers to allow these feelings to interfere with the performance of their duties. All prisoners, under the law, have the same rights and privileges. It is not the duty of the jail officer to deny these rights.

Often, in jails which have a progressive, increasingly correctional program, jail officers become personally interested in the progress and success of prisoners.

> Recently, Officer Joseph Norcross was admitting new prisoners to the jail. Suddenly, he noticed that one of the prisoners who he had considered "reformed" was returning to the jail on charges of committing another serious offense. Norcross was shocked and unhappy and said to the prisoner:
>
> "Look what you've done—you've gone and disappointed the people who worked so hard to help you! Well, I give up; from now on, you'll get no help at all in this jail."
>
> During the prisoner's sentence, Norcross continued to be sarcastic and gruff in his dealings with the prisoner.

Which of the following sentences do you consider to be true:

___ a) Officer Norcross had no right to allow his personal feelings to decide his treatment of this prisoner.

___ b) Officer Norcross was justified in showing his anger toward this prisoner.

___ c) Officer Norcross was showing his professional concern for the prisoner by making a point of demonstrating his disappointment in him.

Turn page for answer . . .

Answer:

X a) Officer Norcross had no right to allow his personal feelings to decide his treatment of this prisoner.

___ b) Officer Norcross was justified in showing his anger toward this prisoner.

___ c) Officer Norcross was showing his professional concern for the prisoner by making a point of demonstrating his disappointment in him.

A jail officer who demonstrates a positive attitude toward his work can do much to maintain a positive, healthy climate in the jail.

Which of the following actions do you think indicate a *positive* attitude toward the job of jail officer?:

(Check the correct answers)

___ a) Wearing a clean, well-pressed uniform at all times
___ b) Leaving equipment and keys lying around where prisoners can see them or use them
___ c) Wearing red socks although the uniform regulations mention that grey ones should be worn
___ d) Responding to an emergency call without hesitation
___ e) Telling the prisoners how much you dislike performing cell searches
___ f) Walking slowly all the time to show how "cool" you are
___ g) Communicating at an angry prisoner's level by using profanity
___ h) Calling jail officers, "Officer Brown", "Officer Kheel", etc., in front of prisoners rather than using nicknames or first names
___ i) Criticizing new jail officers in front of prisoners

Answers:

X a) Wearing a clean, well-pressed uniform at all times

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X h) Calling jail officers, "Officer Brown", "Officer Kheel", etc., in front of prisoners rather than using nicknames or first names

___ i) Criticizing new jail officers in front of prisoners

The following factors also do much to make the jail a more relaxed, pleasant place in which to live and work:

- Clean, airy surroundings
- Varied, adequately prepared meals
- Efficient, fair administrative rules and policies

Naturally, the jail administrator bears the greatest responsibility for these three factors in establishing jail climate. It is he who must set policies and initiate change and improvement in the actual physical operation and condition of the jail. However, throughout this course we will discuss the very important role which you must play in *maintaining* high standards in the jail. Above all, since you are constantly in contact with prisoners and are continually being called upon to supervise and direct the activities of prisoners, it is you who must constantly notice and analyze the climate of the jail. And, by your relationships, you should continually work to improve the jail situation.

Which of the following jails do you think is more likely to have a *positive* climate?

(choose one or more answers)

___ 1) A jail where officers react immediately to hostile remarks by prisoners

___ 2) A jail where new officers are told to be tough and strict until they gain experience and confidence

___ 3) A jail where officers on differing shifts meet two or three times a week to discuss their policies for handling prisoners, and keep records of privileges which they have granted

___ 4) A jail where officers take "Jailer of the Month" elections very seriously

___ 5) A jail where officers always bend the rules to suit their own preferences

___ 6) A jail where officers sometimes find exceptions to the rules and use their own judgment in dealing with particular situations

___ 7) A jail where officers inform jail administrators about rules which they find harmful or out-dated and suggest that they be eliminated

___ 8) A jail where officers are polite to prisoners and try not to conduct searches or supervise visits when they can see that the prisoner won't like it

___ 9) A jail where officers have no personal feelings at all about prisoners and do not think about them

___ 10) A jail where officers do not allow personal feelings to cause them to revoke a prisoner's rights or punish him in any way

___ 11) A jail where officers believe that they cannot improve the climate of the jail

___ 12) A jail where prisoners give new officers an orientation session explaining the rules and policies of the jail

Turn page for answer . . .

Answers:

___ 1) A jail where officers react immediately to hostile remarks by prisoners

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___ 11) A jail where officers believe that they cannot improve the climate of the jail

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In this chapter, you have learned the importance of climate in a jail and have seen some of the ways you, as a jail officer, can establish and control a healthy climate, free from tensions and conflicts. Now *take time for an honest appraisal* of your own contribution to climate.

- List the ways in which you can be most effective in establishing and maintaining a healthy climate in your jail. (Keep in mind your particular talents and your specific duties):

• List any weaknesses which you may have that should be corrected before they affect the climate of your jail.

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